



# Contents

<b>A Snapshot of CLP in 2019</b>			
About the CLP Group	4		
Our Portfolio	6		
Financial Highlights	9		
Strategic Framework	10		
Creating Value for Stakeholders	12		
<b>Chairman's Statement</b>	14		
<b>CEO's Strategic Review</b>	18		
<b>Shareholder Value</b>	23		
<b>Financial Review</b>	30		
<b>Business Performance and Outlook</b>			
Hong Kong	40		
Mainland China	47		
India	54		
Southeast Asia and Taiwan	60		
Australia	62		
<b>Capitals</b>			
Financial Capital	72		
Manufactured Capital	77		
Intellectual Capital	81		
Human Capital	84		
Social and Relationship Capital	91		
Natural Capital	95		
<b>Governance</b>			
Board of Directors		102	
Senior Management		108	
Corporate Governance Report		110	
Risk Management Report		141	
Audit & Risk Committee Report		152	
Sustainability Committee Report		160	
Nomination Committee Report		165	
Human Resources & Remuneration Committee Report		168	
Directors' Report		184	
<b>Financials</b>			
Approaching Our Financial Statements		207	
Accounting Mini-series		208	
Independent Auditor's Report		211	
Financial Statements		220	
Five-year Summaries		298	
<b>Glossary</b>		304	
<b>Contact Us</b>		307	
<b>Thank You</b>		308	

Throughout this report, the  and  symbols will guide you to the relevant sections of the Sustainability Report and our website respectively.